

DEM 2002 Permitting Program

Customer Satisfaction Survey

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Acknowledgements

The Department of Environmental Management conducted a survey of some of its permitting programs in August and September 2002. Seven hundred eighty-six surveys were sent out to businesses and citizens who applied for permits in the previous year. One hundred seventy-three people took the time to fill out these surveys and provided DEM with valuable information about these permitting programs. DEM would like to express its appreciation to everyone who provided the department with both positive comments and constructive criticism.

This survey could not have been completed without the program support of Nancy Sousa, Mark Dennen, Doug McVay, Steve Volpe and Bill Patenaude. A special thanks is given to Susan Ballard for providing expert administrative and technical support for this project.

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1. Executive Summary

The Department of Environmental Management issues approximately ten thousand environmental permits during the course of a year. The department has not evaluated the process used by the programs to issue permit decisions. The Ombudsman conducted a survey in August and September of 2002 to assess the customer satisfaction of these permitting programs. Table 1 is a summary of the customer service results for the programs that were evaluated. Two programs received sufficient responses that would allow a statistical analysis of the data. Based on this survey the Office of Waste Management provided good to excellent customer service with their permitting programs. The ISDS program was rated as needing to improve the service they provide. The Wetlands Program survey response rate was just below the statistically significant threshold. However, based on the survey results, it appears this program also needs to increase customer service provided to applicants.

The Air Resources Operating Permit program issues less than twenty permits in a year. Twelve of the nineteen permittees returned their surveys. This sample size does not allow the results to be analyzed using statistics, but the response rate was high. Based on the information collected, the program appears to be providing excellent customer service.

The remaining programs did not receive sufficient customer responses to determine the level of customer service provided. The ratings noted on Table 1 are the summary of comments received from all programs and in some instances due to a limited sample and may not represent the customer service provided to permit applicants.

Table 1 Permitting Program Survey Results			
	Pre-application Meetings	Permit Application Review and Determinations	Overall Satisfaction
Air Operating Permit	Excellent Service	Excellent Service	Excellent Service
Agriculture	Excellent Service	Good Service	Good Service
Groundwater	Excellent Service	Good Service	Very Good Service
*ISDS	Service Needs Improvement	Service Needs Improvement	Service Needs Improvement
OTCA	Good Service	Good Service	Good Service
RIPDES	Excellent Service	Good Service	Excellent Service
*Waste	Very Good Service	Very Good Service	Excellent Service
Wastewater Treatment Facility Operators	Excellent Service	Service Needs Improvement	Average Service
Wetlands	Service Needs Improvement	Service Needs Improvement	Service Needs Improvement

* Indicates the sample size allowed a statistical interpretation of the data.

Based on the results of the survey, the following recommendations are made:

- Permitting Customer Satisfaction Surveys should be performed on a yearly basis to track DEM's performance in this area. The survey should be designed to evaluate specific permitting programs within an office.
- Administrative staff support should be available to ensure follow up work is done to allow a valid statistical sample to be collected.
- The ISDS and Wetlands programs should evaluate the regulations being implemented for possible improvements in customer service.
- Both programs should develop customer service improvement plans.
- The ISDS program should make changes to the existing manner soil evaluations and installations inspections are conducted to simplify the process.
- The ISDS program should improve application quality through incentives, public education and progressive enforcement actions of designers who submit poor quality applications.

II. Background

The Department of Environmental Management issues approximately ten thousand environmental permits during the course of a year. The department has not evaluated the process used by the environmental programs to issue permit decisions. The Ombudsman conducted a survey in August and September of 2002 in order to assess the customer satisfaction of these permitting programs. This survey was based on a protocol developed by the Environmental Protection Agency for evaluating permitting programs.

The target of the survey was individuals or businesses that applied for permits in the last fiscal year. Not all permit types were surveyed. The permit programs surveyed are listed in Table 2. A statistical sampling (Appendix A) of customers was used in instances where large amount of permits are issued.

The surveys were sent to 786 businesses / individuals who applied for environmental permits in 2002. Appendix B is the survey instrument used. The survey was designed to collect information in a manner that would allow statistical analysis of the data concerning DEM permits. We were not successful in collecting a statistically valid sample in some cases because of the low number of permits processed. In some programs we had a low response rate and were not able to sent out additional surveys due to a lack of summer administrative support. Table 2 is a breakdown of the responses received by program.

Table 2 Permitting Program Survey Response - Summer 2002			
Programs Surveyed	Total Surveys Sent	Total Surveys Returned	Percentage Returned
Water	321	92	29%
Groundwater Program	50	14	28%
Individual Sewage Disposal System	200	43	22%
Wetlands	71	35	49%
RIPDES	50	4	8%
Certification of WWTF	56	2	4%
Air- Operating Permits	19	12	63%
Waste	174	47	27%
Agriculture	166	9	5 %
OTCA	N/A	7	
Totals	786	173	22%

The survey elicited responses from customers in three main areas of the permitting process, i.e., Pre-application Meetings, Permit Application Review and Determinations, and Overall Satisfaction. The survey requested the applicants to rate DEM's effort as "exceeding expectations", "meeting expectations" or "not meeting expectations". Some individuals had no contact with DEM and used consultants to apply for permits. Because of this, some responses fell into the "does not apply" category.

The initial goal was to collect information by a specific permit issued by a program. Due to the lower response rate the responses were aggregated by program area. For example, all ISDS application types were grouped together in the ISDS response. The same was true for the Wetlands and the Office of Waste Management programs. By aggregating the responses together and were able to provide observations on customer satisfaction by these programs.

The responses to each question were aggregated from all the respondents and can be reviewed in Appendix C. In order to simplify the analysis of the data the “exceeded expectations” and “met expectations” responses were combined or collapsed into one category and called this the positive response. The “did not meet expectations” response was considered a negative response. Appendix D is a compilation of the collapsed responses. An open-ended question was included in the survey that allowed the survey respondent to discuss other issues.

In order to analyze the results of this survey it would have been useful to compare the responses in Rhode Island with a national database that measures customer satisfaction. This was an EPA survey instrument, but information was not available that would set a benchmark for analyzing the survey results. In addition information on customer satisfaction of governmental agency permitting processes was not available. It would have been interesting to compare the DEM results with other agencies to determine how we match up with other permitting agencies.

Customer service surveys should be done on a yearly or regular basis. This is the first DEM comprehensive customer-satisfaction survey and the results could be considered as baseline data to track agency performance in the future. There was no accepted evaluation system found to analyze the data collected. The evaluation system in Table 3 was developed to rate the programs.

Table 3	
Proposed Evaluation System	
Positive Response Rate	Service Provided
96-100%	Excellent service
91-95%	Very Good service
86-90%	Good service
80-85%	Average service
Less than 80%	Service needs improvement

III. General Observations on DEM’s Permitting Programs

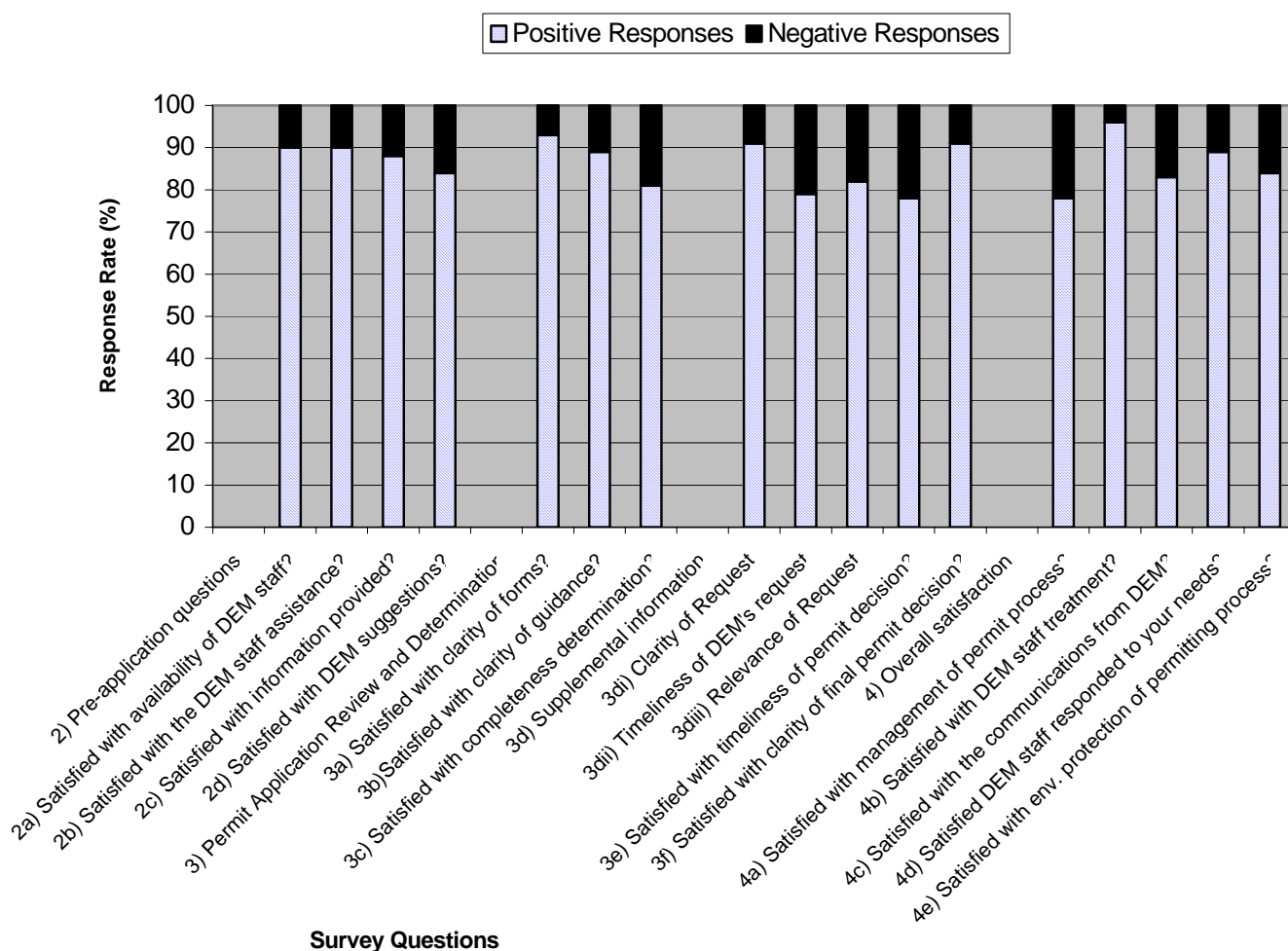
All surveys were analyzed in two ways. The results of the 173 surveys were aggregated and each question was reviewed to determine the overall rating of the permitting process. The surveys were also analyzed by program to determine the customer satisfaction of the specific program.

Table 4 is a compilation of the results of all 173 surveys aggregated by each question. The DEM pre-application process (questions 2a-d) was rated favorably. Staff was available for meetings and provided good customer service. Staff, however, could have been more helpful in providing suggestions to minimize the overall permitting burden. The survey (questions 3a-c) indicated the application forms and guidance were clearly written. The respondents thought DEM staff could improve their efforts in communicating when an application was complete.

The survey indicated DEM should improve its efforts in being timely in requesting supplemental application information and in making a final permit decision. Applicants were satisfied with the clarity of the permit, once issued.

Table 4

Customer Satisfaction - DEM Permitting Survey Results



The last part of the survey requested information on the overall DEM permitting process. The survey indicated that applicants thought the management of the permit process could be improved. In addition, DEM should improve its efforts to communicate with applicants. The survey indicated staff was courteous and provided excellent service and responded to the needs of the applicants. In general, the respondents thought the permitting process provided an average mechanism in protecting the environment.

Table 5 depicts the results when all the responses are averaged by the three categories covered by the survey, i.e. Pre-application meetings, permit application review and determinations and over satisfaction of the permitting process. In general, DEM is providing a good level of service to the permit applicants.

Table 5 DEM Permitting Process Evaluation Results		
Survey General Topics	Response Rate	Service Provided
Pre-application Meetings	88%	Good Service
Permit Application Review and Determinations	86%	Good Service
Overall Satisfaction	86%	Good Service

As mentioned above, applicants were given the opportunity to provide input on the permitting process through an open-ended question. The surveys provided four kinds of comments, i.e., positive, negative, constructive and miscellaneous.

We received thirty-eight comments that were positive and applicants thought that DEM staff was very helpful, courteous, and knowledgeable and the staff was responsive and fair.

Twenty-eight negative comments were received with almost half (13 comments) not being satisfied with DEM's permitting process. Other comments indicated the process was cumbersome and paperwork should be reduced, (6 comments) the process took too long (4 comments), fees were too high (4 comments) and phone call were not returned (1 comment).

Other comments received include the following:

- DEM should consider switching to a two or five year permit renewal (Waste)
- Further clarification of Section IV dilution factor would be helpful (RIPDES)
- Allow wetlands pre-application meetings to be scheduled even if a wetlands file has not been filed.
- Eliminate the 30-day public comment period for Water Quality Certifications for CRMC wetlands permits
- There seems to be a communications disconnect between DEM and the Surveyors (ISDS)
- Make pesticide licenses reciprocal between states
- Not happy with vendor (ISDS)

IV. Program Specific Results

A. Air Operating Permit Program

The air operating permit program streamlines the way the Office of Air Resources regulates air pollution. This permit consolidates all air pollution control requirements into a single, comprehensive "operating permit" that covers all aspects of a source's year-to-year air pollution activities. The program is designed to make it easier for sources to understand and comply with control requirements, and results in improved air quality.

DEM issues about fifty of these permits and they must be reviewed every five years. DEM has not issued all permits to these sources. For this survey, nineteen facilities were contacted and twelve facilities responded. Appendix E tabulates the survey results, including the collapsed response. Due to the small sample size, the responses is not considered as statistically valid, but we will be able to make some observations of the program nevertheless.

Table 6 is the compilation of the results of the twelve surveys. The permitting process was rated highly with service being judged in the excellent to very good range in all categories. The program should look at the forms and guidance it provides to applicants to determine if there can be ways to improve on the service provided.

Table 6

Air Operating Permit Customer Satisfaction Survey Results

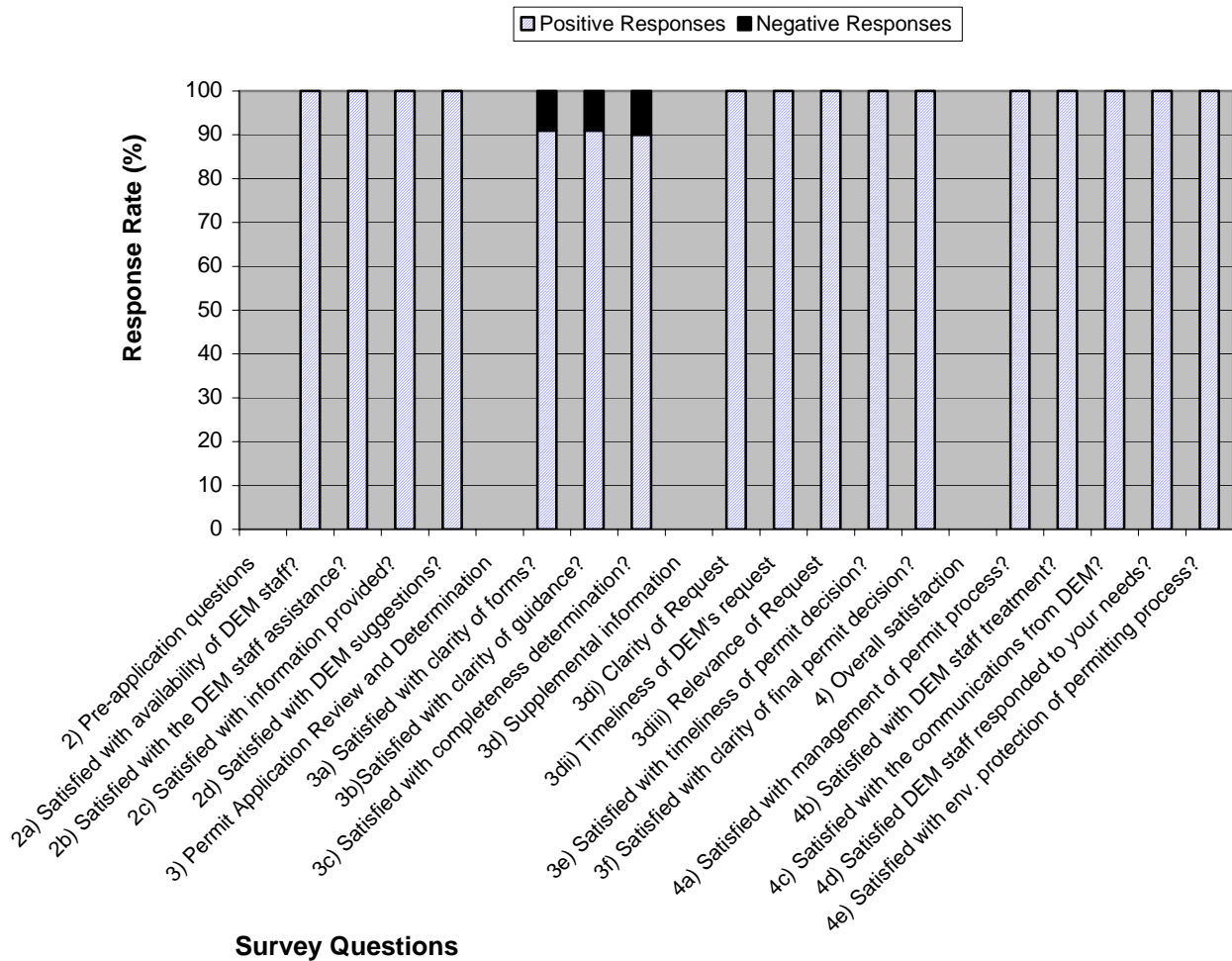


Table 7 depicts the results when all the responses are averaged by the three categories covered by the survey, i.e. Pre-application meetings, permit application review and determinations and over-all satisfaction of the permitting process. The Air Operating permit program is providing an excellent level of service to permit applicants surveyed.

Table 7

Air Operating Permit Process Evaluation Results

Survey General Topics	Response Rate	Service Provided
Pre-application Meetings	100%	Excellent Service
Permit Application Review and Determinations	96%	Excellent Service
Overall Satisfaction	100%	Excellent Service

B. Agriculture

The Division of Agriculture regulates many the activities of food and animal production. It was decided not to survey all the program areas that are regulated by the division. The division has approximately twenty different programs that it monitors. For this survey three programs were surveyed, i.e. pesticide applicators, commercial operations (pet shops) and dairy farms. One hundred sixty-six surveys were sent out but only nine surveys were returned. This corresponds to a five-percent response rate. Appendix F tabulates the survey results, including the collapsed response. Due to the small response rate we are not able to analyze the data statistically. The survey results were merged from three programs. The results are presented and due to the limited response, the customer service efforts of the division cannot be generalized from information collected in this survey.

Table 8 lists the responses to the survey questions. Three questions received negative responses of greater than 20% and they all were concerned with timeliness of the permit process. This issue could be explored further in the next survey or because of the small size of the sample, it may not be representative of the service provided by the Division.

Three comments were gathered from the open-ended question. It was mentioned that the pesticide staff is helpful and DEM should continue to make pesticide licenses reciprocal between states, especially adjacent states.

Table 8

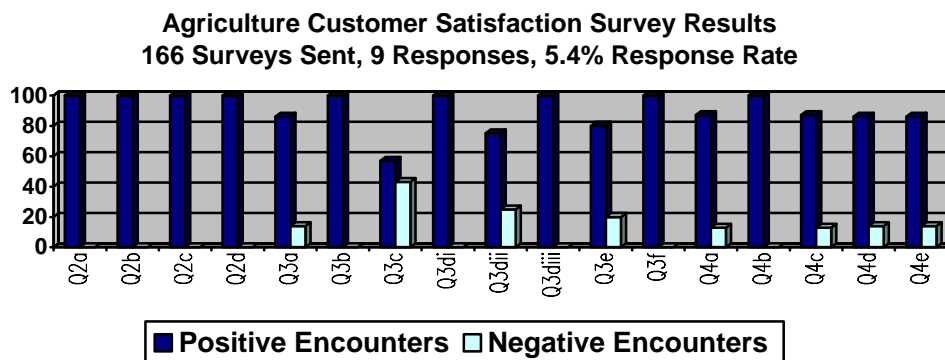


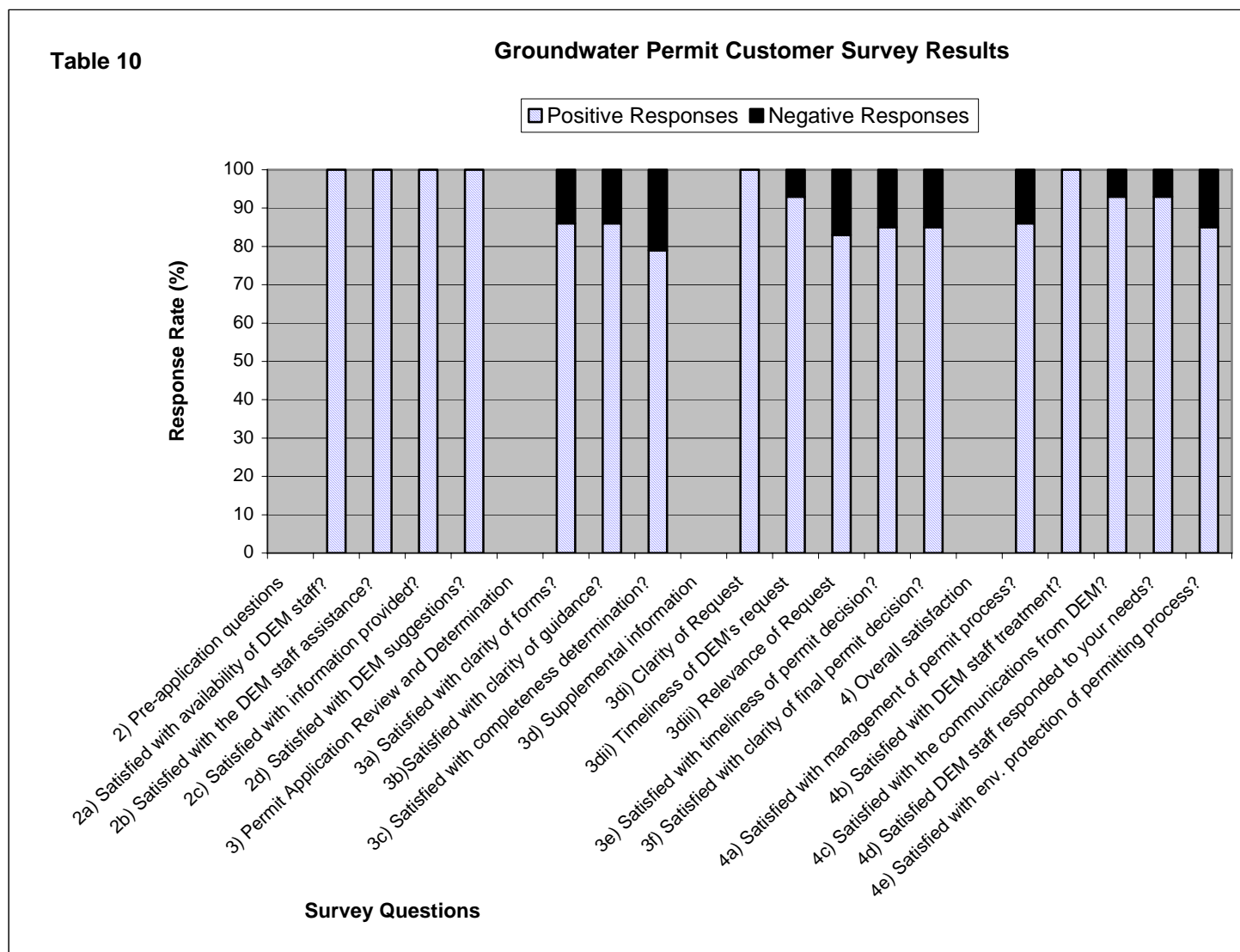
Table 9 depicts the results when all the responses are averaged by the three categories covered by the survey, i.e. Pre-application meetings, permit application review and determinations and overall satisfaction of the permitting process. As mentioned above, due to the small number of surveys received, this may not be a fair representation of customer service provided by the division.

Table 9 Agriculture Permitting Process Evaluation Results		
Survey General Topics	Response Rate	Service Provided
Pre-application Meetings	100%	Excellent Service
Permit Application Review and Determinations	87%	Good Service
Overall Satisfaction	89%	Good Service

C. Groundwater Programs

Appendix G contains information that was collected about the Groundwater and Water Quality Certification programs. Fifty surveys were sent out and fourteen responses were received. Surveys were sent to applicants in the Underground Injection Control, Well Drilling Setback Variance Request

and Groundwater and Water Quality Certification Programs. We did not receive sufficient responses from any one program so the results from the four programs were aggregated to present the data collected. The aggregated data is still too small to be able to comment on the customer service of the program. Table 10 is the compilation of the survey results.



The survey results would indicate the program is meeting customer satisfaction with the pre-application processes. The program was rated excellent in the clarity of supplemental requests and provided average service with respect to the clarity of the program forms and instructions or guidance concerning the forms. The programs received average ratings for being timely with the permit decision and the clarity of the permit decision. The survey also indicated that there should be improvements in the communication with the applicants when the application was complete.

The last part of the survey measured satisfaction with the permit process. Respondents rated the staff excellent in being treated in a courteous manner and thought the programs provided very good service with respect to the quality and timeliness of communications received throughout the process and with their ability to receive guidance, technical support and information about the permit. The survey rated the permitting process as good in the way it was managed and gave an average rating to the role of the permitting process in protecting the environment.

Table 11 is the compilation of the level of service provided in the three areas. Since this was not a valid statistical sample, the rating may not reflect the actual service provided by the program.

Groundwater

Table 11 Groundwater Permitting Process Evaluation Results		
Survey General Topics	Response Rate	Service Provided
Pre-application Meetings	100%	Excellent Service
Permit Application Review and Determinations	87%	Good Service
Overall Satisfaction	91%	Very Good Service

D. Individual Sewage Disposal Systems (ISDS)

The ISDS program has the responsibility of permitting wastewater treatment systems for individuals and commercial facilities. This program has the most contact with the public and regulated community than any other DEM program. Permitting activities are divided into three main stages: site-suitability, design review, and construction inspection. Site-suitability is a preliminary stage that assesses the suitability of a parcel of property for on-site wastewater disposal. Design review entails a review to determine a design's compliance with state standards, rules and regulations including maintenance of setbacks to drinking water wells, water supplies, and sensitive water bodies. Proper design and installation is essential to protect public health and avert the potential adverse impacts of ISDS on water resources. Inspections are conducted during installation and are normally required for each system.

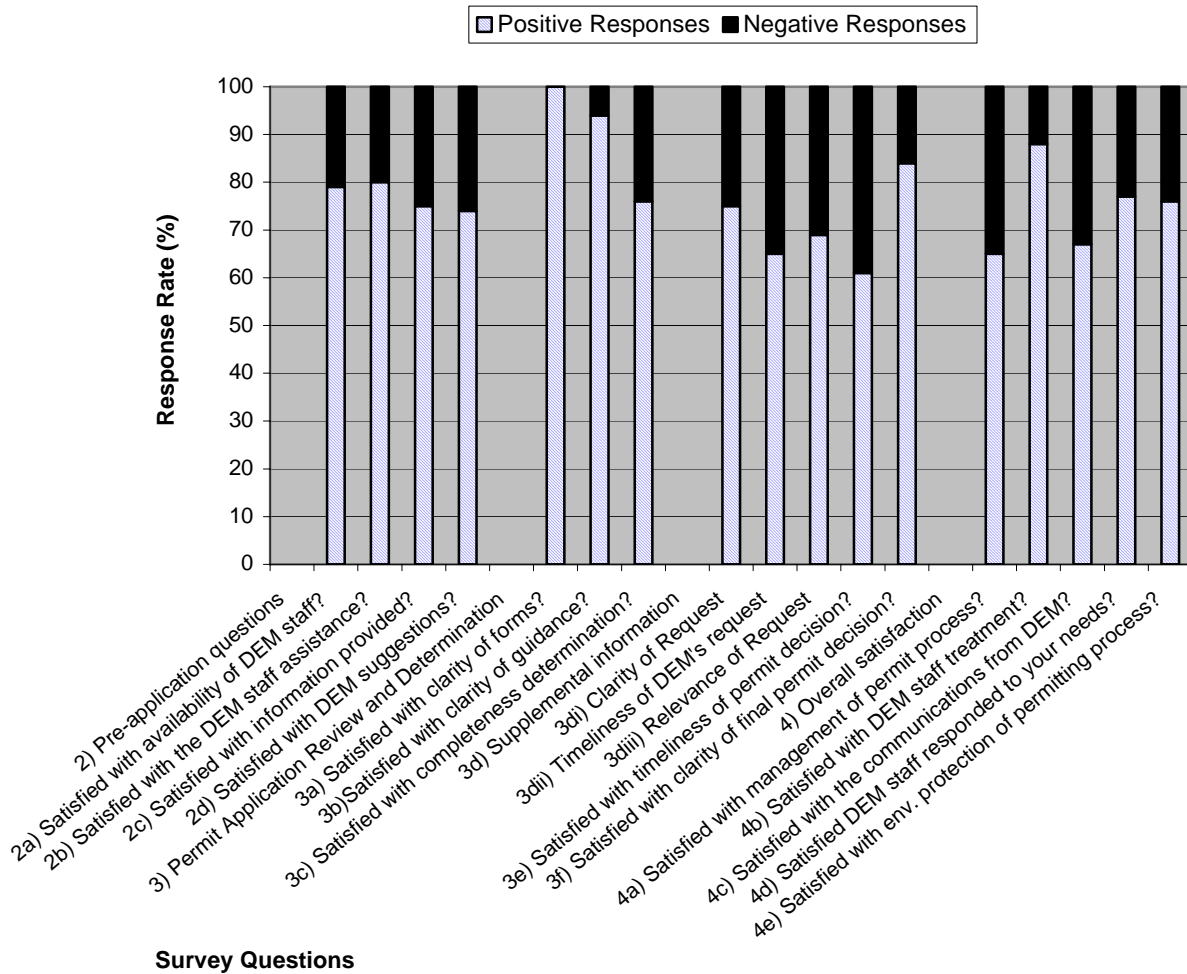
Annually, the program undertakes approximately 2,300 suitability assessments, 5,000 permit reviews, and 11,600 inspections. Additionally, the program has developed a process for approving innovative septic system technology. As a result of the 1997 revisions to the ISDS legislation, a licensing program (including training and examination) for private-sector professional designers and installers has been implemented.

Appendix H contains information that was collected about the ISDS program. Two hundred applicants were surveyed and we received forty-three responses. The information collected from the survey would constitute a statistically valid sample. Table 12 is the compilation of the results of the forty-three surveys. The program was rated as needing improvement on three of the four questions concerning the pre-application process. Customers indicated improvements were needed with respect to staff availability, information provided during the meeting and suggestions proved by the staff to minimize the overall permit burden. The staff was rated providing average service with assistance provided during the meeting.

The second category evaluated the programs permit application review and decision making process. On the positive side customers indicated that the program provided excellent and very good service with respect to the clarity of the permit forms and the instructions or guidance that relate to the forms. The clarity of the final permit decision was considered average. The remaining categories in this section were rated as needing improvement and included communications with the applicant indicating when the application was complete, and the clarity, timeliness and relevance of supplemental information requests. Overall 39% of the respondents were not satisfied with the timeliness of the final permit decision.

Table 12

ISDS Permit Customer Survey Results



In the open-ended part of the survey six comments indicated that DEM staff were helpful and one comment that DEM staff do not return phone calls. Responses concerning the permitting process were mixed. There were seven comments that said the process was not timely or did not work and five who indicated they were satisfied with the process. We also received three comments that applicants had no contact with DEM staff and one who indicated their experience with consultants was terrible.

Table 13 is a compilation of the results by category and indicated the ISDS permitting program needs improvement in all phases of the permit process.

ISDS Permitting Process Evaluation Results		
Survey General Topics	Response Rate	Service Provided
Pre-application Meetings	77%	Service Needs Improvement
Permit Application Review and Determinations	78%	Service Needs Improvement
Overall Satisfaction	75%	Service Needs Improvement

E. Office of Technical and Customer Assistance (OTCA)

The OTCA provides assistance to the public, state and local governments, and the business community concerning compliance with rules, regulations, environmental standards, and the permitting process. One aspect of this service is to coordinate pre-application assistance to companies and individuals seeking permits. OTCA provides prospective applicants for environmental permits with a single point of contact and provides information on permits required. OTCA also coordinates the application review process for projects that require more than one environmental permit. Part of this coordination function is to track projects that the Economic Development Corporation's Board has determined to be of Critical Economic Concern.

The customer service survey focussed on the permitting programs and did not survey the customers who used OTCA. This was an oversight of the survey design and will be rectified in future. Nevertheless DEM did receive seven survey responses concerning this program. Seven responses do not constitute a representative sample of customers who use the services of OTCA. The information is being presented for informational purposes only. Table 14 is a compilation of these results.

There was one comment made with the open-ended survey question and it indicated the respondent was very pleased with program staff.

Table 14

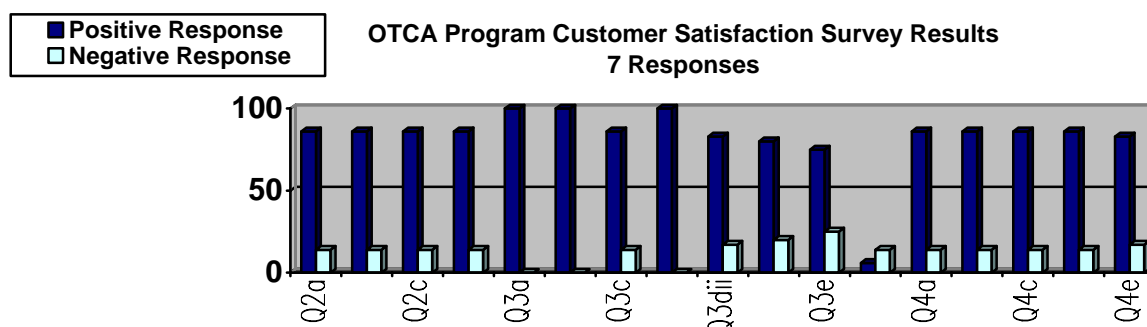


Table 15 is a summary of the survey results. The office was rated as providing average service in all three areas of the process, i.e., pre-application meetings, permit review and permit decision making and overall satisfaction. Since the office does not issue permits, the only section of the survey that is relevant to this office is the section that deals with the pre-application process.

Table 15 OTCA Process Evaluation Results		
Survey General Topics	Response Rate	Service Provided
Pre-application Meetings	86%	Good Service
Permit Application Review and Determinations	89%	Good Service
Overall Satisfaction	85%	Good Service

F. RI Pollutant Discharge Elimination System (RIPDES)

The RIPDES program is the backbone of the state's water pollution control strategy. This program includes the development and enforcement of permit limitations for municipal and industrial wastewater, storm water, and combined sewer overflows that are discharged directly to the waters of the state. The program also regulates industrial wastewater that is discharged to municipally owned treatment facilities.

The program currently oversees permit compliance for 29 major discharges, approximately 130 minor discharges, and about 250 storm water discharges. The Pretreatment Program provides ongoing oversight of fifteen approved local pretreatment programs. These programs regulate about 300 larger facilities.

Appendix J is the compilation of the survey results. Fifty surveys were sent out but only four were returned. This response rate does not constitute a valid statistical sample. The survey data presented is for informational purposes only and may not represent the customer service being provided by the program. Table 16 is a summary of the survey results. The two questions that had negative responses dealt with customer's satisfaction with the clarity of application guidance material and the relevance of supplemental information requests.

There was only one comment in the open-ended portion of the survey and it indicated that DEM staff was helpful.

Table 16

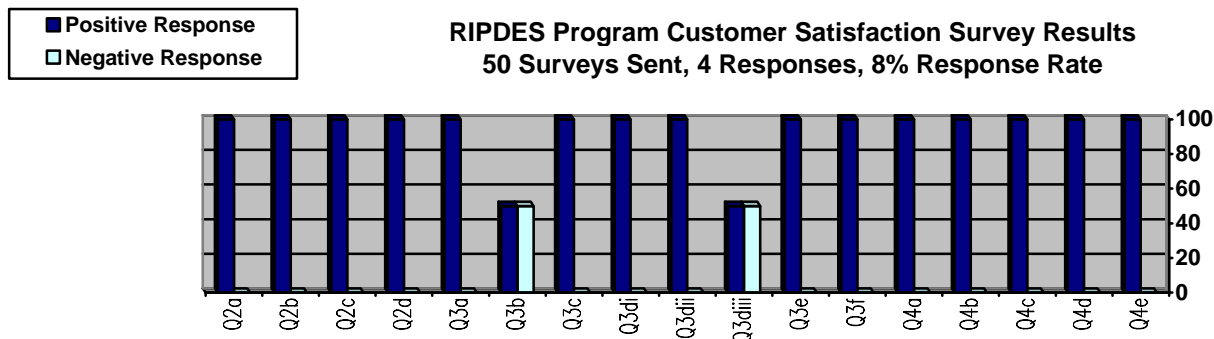


Table 17 is the compilation of survey results by the three topic areas. The results are based on only four responses and may not represent the actual service provided.

Table 17 RIPDES Permitting Process Evaluation Results		
Survey General Topics	Response Rate	Service Provided
Pre-application Meetings	100%	Excellent Service
Permit Application Review and Determinations	87%	Good Service
Overall Satisfaction	100%	Excellent Service

G. Waste Water Treatment Facilities Operators Certification Program

Wastewater treatment facility operator certification insures that only qualified individuals will operate the state's municipal and industrial wastewater treatment facilities. These facilities treat over 100 million gallons of municipal and industrial sewage each day before discharging the purified water back to the state's rivers and bays.

Appendix K is the compilation of the survey results. Fifty-six surveys were sent out and only two were returned. This response rate does not constitute a valid statistical sample. The survey data presented is for informational purposes only and may not represent the customer service being provided by the program. Table 18 is a summary of the survey results. The four questions that had negative responses dealt with customer's satisfaction with the clarity of application forms and guidance material along with the timeliness of the program in notifying applicants when an application was complete. The other negative response was with the satisfaction with the role of the permitting process in protecting the environment. There was one response to the open-ended question and the respondent indicated DEM provided prompt service.

Table 18

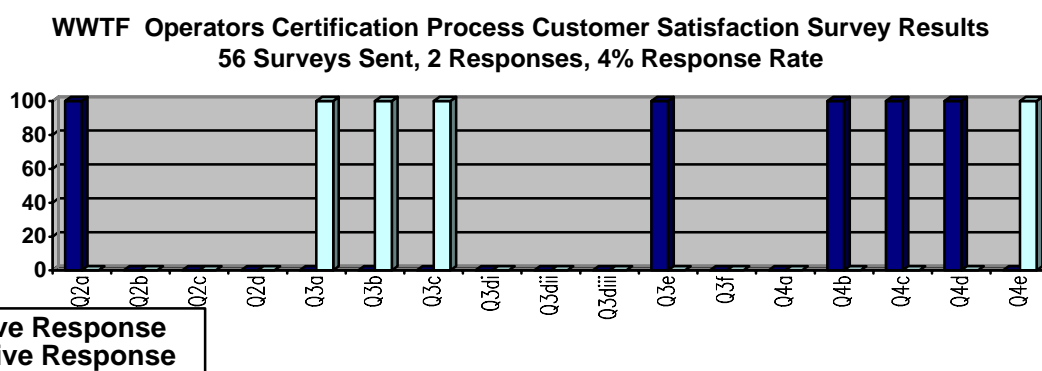


Table 19 is the compilation of survey results by the three topic areas. The results are based on only two responses and may not represent the actual service provided.

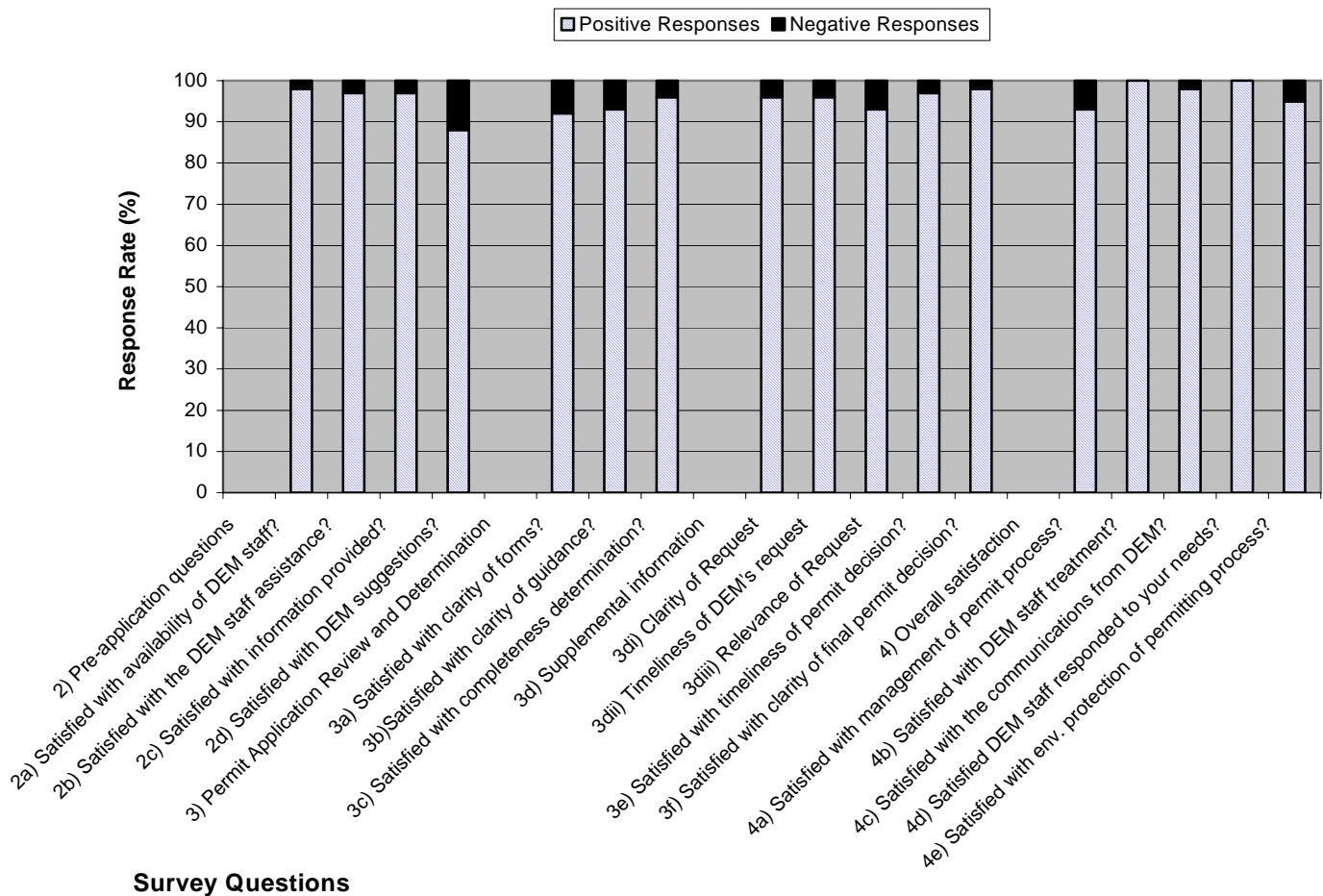
Table 19 WWTO Certification Process Evaluation Results		
Survey General Topics	Response Rate	Service Provided
Pre-application Meetings	100%	Excellent Service
Permit Application Review and Determinations	62%	Service Needs Improvement
Overall Satisfaction	80%	Average Service

H. Waste Management Permitting

Appendix K contains information that was collected about the Waste Management permitting programs. One hundred seventy-four applicants were surveyed and we received forty-seven responses. Surveys were sent to eight permitting programs within the Office, i.e., hazardous waste transporter, hazardous waste vehicles licenses, underground storage tanks (both new installation and removal), sanitary landfill, transfer station, compost facility, construction demolition debris processing facility and medical waste treatment facility. We were not able to separate the responses by the individual permitting programs, so the responses were aggregated for analysis purposes. The information collected from the survey would constitute a statistically valid sample and would represent an Office of Waste Management permit program evaluation. Table 20 is the compilation of the survey results.

Table 20

Waste Management Permits - Customer Survey Results



The Office was rated as providing excellent customer service in three categories in the pre-application process. The respondents were satisfied with staff availability and thought they were helpful in providing useful information in this part of the process. The Office was rated as providing good service in providing information that would minimize the regulatory burden to the applicant.

The second category evaluated the programs permit application review and decision making process. The office was rated as providing excellent to very good service in all questions. The last set of questions measured the overall satisfaction with the handling of the permit process. The Office was rated as providing very good to excellent service in all questions.

There were significant comments made about the office in the open-ended question. Comments included the following:

- DEM staff is knowledgeable and efficient (9)
- The UST/LUST staff is helpful (3)
- The UST/LUST support staff / receptionists have not been helpful (1)
- Brownfields staff is overworked and lacks the experience to make the program work (1)

There were a number of comments made concerning the permitting process and included the following:

- The waste permitting process is cumbersome (3)
- The process is working (1)
- Reduce paperwork, especially for the driver certifications renewals (1)
- DEM should change the process and allow program staff to process the check and the application. (Currently the OWM staff processes the application. Permit fees are sent to the Office of Management Services (OMS). Permits in some instances cannot be issued until the checks are cleared through OMS (1).)
- The hazardous waste permitting process is extensive. DEM should consider multi-year permits (1)
- The hazardous waste transporter fee is too high (1)

Table 21 is a compilation of the results by category and indicated the Office of Waste Management is providing very good to excellent customer service in their permitting programs.

Table 21 Waste Management Permitting Process Evaluation Results		
Survey General Topics	Response Rate	Service Provided
Pre-application Meetings	95%	Very Good Service
Permit Application Review and Determinations	95%	Very Good Service
Overall Satisfaction	97%	Excellent Service

I. Wetlands Permitting Program

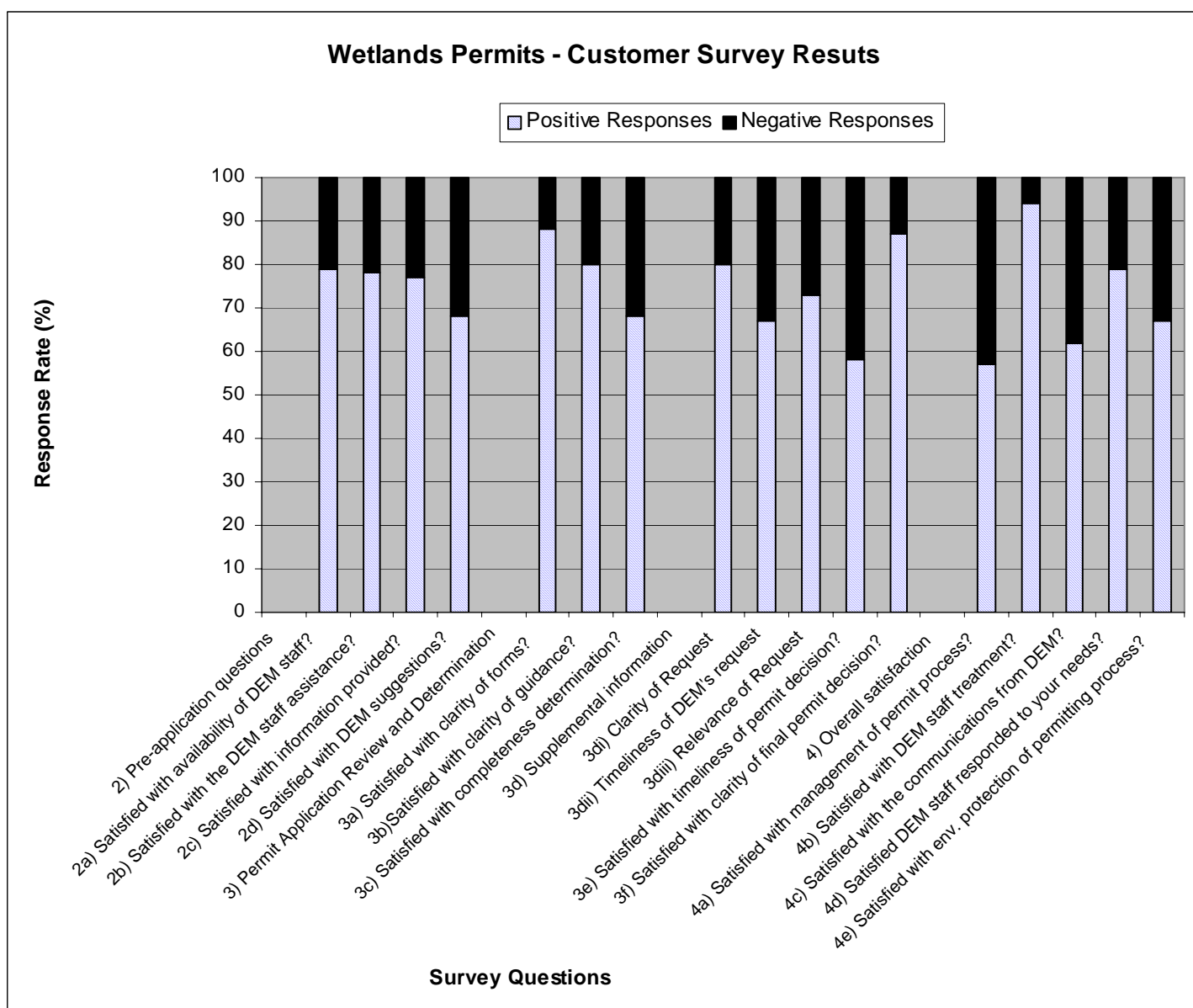
The Wetlands program is responsible for regulating alterations of Rhode Island's freshwater wetlands. The application process verifies delineated wetland edges and determines the presence of wetlands. The program reviews proposed projects in and adjacent to freshwater wetlands for any applicant who is the owner of the property. The program reviews 500-600 applications per year

Appendix M is a compilation of the data collected about the wetlands program. Seventy-one surveys were sent out and DEM received responses from 35 applicants. In order for this to be a statistically valid sample it would have been necessary to receive thirty-nine surveys. Although this may not be a statistically valid sample, there are some observations that can be made about the wetlands permitting program. Table 22 depicts the results of the survey.

The Wetlands Program efforts concerning their pre-application meetings were rated as needing improvement. 32% of the respondents thought the program staff did not provide suggestions or information that would help to minimize the overall permitting burden.

The second part of the survey questioned applicants about the permit review and decision-making process. On the positive side, the program's application permit forms and final decisions were rated in the good category. The clarity of permit guidance or instruction and clarity of supplemental information requests were rated in the average category. All other question responses indicated the need for an improvement of service. Three of the four questions dealt with the timeliness issues including the program's notification that a permit was complete and the request for supplemental information. 42% of the applicants were not satisfied with the time it took to receive a final permit decision.

Table 22



The last series of questions dealt with the overall satisfaction with the permitting process. Respondents thought the program staff were courteous and were rated as providing very good service in this area. Improvements were needed in the way the process was managed (43%), and the quality and timeliness of communications with the program (38%). People also thought the staff could improve their efforts with responding to their needs for guidance, information and technical support. This category of respondents was not satisfied with the role of the permitting process in protecting the environment.

The open-ended question generated a lot of comments. These comments were separated into two categories, i.e. staffing and process. The staffing comments included the following:

- Staff were great, responsive, fair and helpful (7)
- Calls were not returned (1)
- Miscommunication exists between DEM and surveyors (1)
- When comments are received from the engineer or biologist a checklist approach was used rather than using common sense (1)

The comments concerning the process include:

- Process not timely (5)
- Process worked (1)
- DEM should prioritize processing information from an application responding to a notice of deficiency over new application submittals (1)
- The permitting process is not geared for projects designed to improve the environment (1)
- Allow the scheduling of wetlands pre-meetings prior to an application being filed (1)
- Eliminate 30-day public hearing period for Water Quality Certifications for CRMC freshwater preliminary determinations (1)
- The process lacks timely mechanism for dispute resolution (1)
- Projects submitted by government agencies that impact thousands of people ought to have a higher priority than a resident who wants to put a tool shed in his backyard (1)

Table 23 is the compilation of the survey results in the three categories. Overall the program did not meet the expectations of the applicants in any category and there is a need for program improvements. Although this survey did not constitute a valid sample, the sample size of the respondents would indicate that additional work should be done to improve customer satisfaction.

Table 23		
Wetlands Permitting Process Evaluation Results		
Survey General Topics	Response Rate	Service Provided
Pre-application Meetings	75%	Service needs improvement
Permit Application Review and Determinations	75%	Service needs improvement
Overall Satisfaction	72%	Service needs improvement

Recommendations

The survey was not able to determine the customer service provided by all permit programs. In order for this to occur the response rate of the survey needed to be increased. Either sending out more surveys or to contact people who received the survey and encouraging them to fill out the survey could have accomplished this. Additional administrative help was not available to perform either of these functions and is necessary if DEM is to continue with future customer surveys.

- Environmental Permit Customer Satisfaction Surveys should be performed on a yearly basis to track the DEM performance in this area. Survey should be designed to evaluate specific permitting programs within an office.
- Administrative staff support should be assigned to ensure appropriate follow-up work is done to allow the collection of a valid statistical sample.

The survey indicated the Wetlands and ISDS programs customer service needs improvement. These programs were evaluated with Permit Streamlining Task Forces.

- Based on the survey results, both programs should develop a customer service improvement plan.

The Wetlands regulations are being revised to clarify the existing process. These regulations will not be in place until later in 2003, when customer service is expected to improve.

The ISDS regulations are being revised and the program has implemented the designer licensing regulations for a little longer than a year. Based on feedback from the survey and with recent meetings

with the regulated community, DEM should evaluate and initiate the following suggestions

Soil evaluations

- Initiate a decision step at the beginning of the soil evaluation process whereby the department will decide to witness a soil evaluation based on the critical nature of the site.

To improve application quality DEM should consider

- Instituting a “three strikes” policy whereby a soil evaluator who is in significant non-conformance will be informed in writing of each instance of non-compliance and will be subject to progressive enforcement, including more intensive oversight, requirements for retraining or disciplinary action.
- Establish an acceptable performance level for design submittals (e.g.. percent error-free submittals).
- Collecting records of the performance of all soil evaluators and making this information available to the public.
- Requiring licensed individuals who fail to achieve the required performance levels to attend training or be subject to progressive enforcement including the suspension or revocation of licenses.

Installation Inspections

- Evaluate staff time dedicated to installation inspections with a goal of increasing the percentage of time allocated to audits and further reducing the number of installation inspection being monitored.
- Develop criteria for staff to use in deciding whether to audit an installation.
- Establish an acceptable performance level for installation supervision by designers (e.g. percent error-free installation oversight and certifications).
- Maintain records of the installation oversight performance of all designers.
- Develop criteria for staff to use in deciding, upon permit issuance, whether an installation will receive a mandatory inspection.

Education

- Establish a regular schedule of training sessions open to all designers as a forum to openly discuss key problems and issues of mutual concern.
- Continue to develop web tools and outreach material to help keep stakeholders and the public informed of ISDS program policies and regulation updates.

Regulation Changes

- The ISDS program should evaluate the regulations being implemented for possible improvements in customer service.

Air Operating Permit

- The program should look at the forms and guidance it provides to applicants to determine if there can be ways to improve on the service provided.

Appendix A – Sampling Information

The chart below was used to determine the survey sample size of a program. It was developed from an EPA publication entitled “Customer Service in Permitting”. The definitions of the chart categories used for this survey are as follows:

Number in Target Group – This corresponds to the number of permits that were processed by a permitting program in the last fiscal year.

Sampling Error – This is the true value obtained from the sample of customers surveyed. In this case if 65% of people surveyed were satisfied with a process, the true value of satisfaction would range from 55% to 75%.

Confidence Level - This indicated how confident we want to be that the true value lies within a specific range. The 80% confidence level is used when the decisions made using the survey results will have limited consequences in the short-term (the next 6-12 months) and the cost implications of the decision will be moderate.

Number in Target Group	Sampling Error	Confidence Level	Sample Size	Confidence Level	Sample Size
1000	±10	80	39	90	64
500	±10	80	38	90	60
200	±10	80	34	90	51
100	±10	80	29	90	41
50	±10	80	23	90	29

The sample size required to increase the confidence level to 90% was added to illustrate the increase of the sample size needed to increase the confidence level.

Sample Size – The number of surveys that need to be returned in order interpret data in a statistical manner.

Sampling Procedure

The applicant names and addresses were provided from the permitting programs. In instances where less than fifty applications were filed, all applicants were surveyed. In other programs the Ombudsman received the permittee information and randomly picked the applicants to be surveyed. This was usually done by randomly picking person on a list. If for example the target group had two hundred people in it and we were trying to get thirty-four responses, letters would be sent to about seventy surveys using every third person on the list that was provided by the programs.

Appendix B

Rhode Island Department of Environmental Management Applicant Permitting Survey

Introduction:

The attached survey is a follow-up to your recent environmental permit application with the RI DEM. We are interested in improving our permitting system, and we recognize that to do so, we need your honest input. Your participation in this survey is voluntary, and can be done anonymously, but we encourage you to take the time to help us improve the quality of our permitting processes.

Instructions:

Please complete this survey by placing a check to the right of your evaluation of each question. Most of the questions in this survey ask that you rate some aspect of DEM's performance by indicating whether the service exceeded expectations, met expectations, or did not meet expectations. If a question does not apply to your interaction with DEM, please check it and go on to the next question.

This survey is estimated to take about 10 minutes to complete.

Rhode Island Department of Environmental Management's Applicant Permitting Survey

1) Permit Type Identification: Please identify which permit media program your response to this survey applies, and if appropriate identify the specific permit type on the solid line. (You may check more than one, as appropriate, or, if your responses would appreciably differ for different program areas, please copy this form and submit one for each program area.)

- a) Air _____ ☐
- b) Water _____ ☐
- c) Hazardous Waste _____ ☐
- d) ISDS- (Septic System) _____ ☐
- e) Wetlands _____ ☐
- f) Office of Technical & Customer Assistance _____ ☐
- g) Other, please specify _____ ☐

2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.

a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.

a) How satisfied are you with the clarity of the permit application forms?

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

b) How satisfied are you with the clarity of the accompanying instructions or guidance?

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?

i) Clarity of Request

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

ii) Timeliness of DEM's request

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

iii) Relevance of Request

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

f) How satisfied are you with the clarity of the final permit decision?

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.

a) Overall, how satisfied are you with the way the permitting process was managed?

Exceeded expectations ____ Met expectations ____ Did not meet expectations ____ Does not apply ____

b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?

Exceeded expectations ___ Met expectations___ Did not meet expectations___ Does not apply ___

c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?

Exceeded expectations ___ Met expectations___ Did not meet expectations___ Does not apply ___

d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?

Exceeded expectations ___ Met expectations___ Did not meet expectations___ Does not apply ___

e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?

Exceeded expectations ___ Met expectations___ Did not meet expectations___ Does not apply ___

5) Would you like someone with the DEM to contact you regarding this survey? _____ Yes___ No___

If yes, please complete question 7. (If no, completion of question 7 is optional. Your responses will be used by DEM for informational purpose only.)

6) Would you be willing to work with DEM in the event a stakeholder group is started to improve the permit process? (If yes, please complete question 7.) _____ Yes___ No___

7) Please provide the following information:

Name: _____

Organization: _____

Address: _____

Town/City: _____ State: _____

Zip Code: _____

Telephone Number: (____) _____

8) Please provide any other comments you would like us to consider:

Thank you for taking the time to complete this survey.

When complete, please return the survey to:

Department of Environmental Management

DEM Ombudsman

235 Promenade Street

Providence, RI 02908

Appendix C

Rhode Island Department of Environmental Management Applicant Permitting Survey Results- Summer 2002

Applicant Permitting Survey Questions	Exceeded expectations	Met expectations	Did not meet expectations	*Does not apply
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.				
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?				
Wetlands	6	17	6	5
Waste	15	20	1	8
OTCA	2	4	1	0
ISDS	8	11	5	13
Air	6	5	0	1
Agriculture	0	4	0	1
WWTF	1	0	0	0
RIPDES	1	3	0	0
Groundwater	5	9	0	0
Totals 158	44 (34%)	73 (56%)	13 (10%)	28
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?				
Wetlands	8	13	6	6
Waste	19	15	1	13
OTCA	2	4	1	0
ISDS	5	11	4	16
Air	4	7	0	1
Agriculture	1	2	0	2
WWTF	0	0	0	1
RIPDES	0	4	0	0
Groundwater	6	7	0	1
Totals 160	45 (37%)	63 (53%)	12 (10%)	40
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?				
Wetlands	6	14	6	7
Waste	11	15	1	14
OTCA	1	5	1	0
ISDS	5	10	5	16
Air	3	8	0	1
Agriculture	1	2	0	2
WWTF	0	0	0	1
RIPDES	0	4	0	0
Groundwater	4	9	0	1
Totals 153	31 (28%)	67 (60%)	13 (12%)	42
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?				
Wetlands	6	11	8	9
Waste	10	12	3	18
OTCA	2	4	1	0
ISDS	6	8	5	17
Air	3	7	0	2
Agriculture	0	2	0	2
WWTF	0	0	0	1
RIPDES	2	0	0	0
Groundwater	4	10	0	0
Totals 153	33 (32%)	54 (52%)	17 (16%)	49

3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.				
a) How satisfied are you with the clarity of the permit application forms?				
Wetlands	3	27	4	0
Waste	7	37	4	0
OTCA	0	7	0	0
ISDS	5	27	0	6
Air	2	8	1	1
Agriculture	1	5	1	0
WWTF	0	1	0	0
RIPDES	0	3	0	0
Groundwater	2	10	2	0
Totals 164	20 (13%)	125 (80%)	12 (7%)	7
b) How satisfied are you with the clarity of the accompanying instructions or guidance?				
Wetlands	3	25	7	0
Waste	7	36	3	0
OTCA	0	7	0	0
ISDS	5	25	2	6
Air	2	8	1	1
Agriculture	0	6	0	1
WWTF	0	1	0	0
RIPDES	0	1	1	0
Groundwater	2	10	2	0
Totals 162	19 (12%)	119 (77%)	16 (11%)	8
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?				
Wetlands	6	18	11	0
Waste	15	29	2	1
OTCA	2	4	1	0
ISDS	11	17	9	1
Air	3	7	1	1
Agriculture	1	3	3	0
WWTF	0	1	0	0
RIPDES	0	3	0	0
Groundwater	4	7	3	0
Totals 164	42 (26%)	89 (55%)	30 (19%)	3
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?				
i) Clarity of Request				
Wetlands	5	16	5	2
Waste	8	18	1	10
OTCA	0	5	0	0
ISDS	2	13	5	11
Air	1	7	0	4
Agriculture	1	3	0	2
WWTF	0	0	0	1
RIPDES	0	2	0	0
Groundwater	8	11	0	2
Totals 143	25 (23%)	75 (68%)	11 (9%)	32

ii) Timeliness of DEM's request				
Wetlands	3	15	9	2
Waste	6	19	1	10
OTCA	0	5	1	0
ISDS	2	9	9	11
Air	1	7	0	4
Agriculture	1	2	1	2
WWTF	0	0	0	1
RIPDES	0	2	0	0
Groundwater	1	11	1	1
Totals 137	14 (13%)	70 (66%)	22 (21%)	31
iii) Relevance of Request				
Wetlands	3	16	7	3
Waste	6	16	1	7
OTCA	0	4	1	0
ISDS	2	11	6	13
Air	1	7	0	4
Agriculture	0	4	0	1
WWTF	0	0	0	1
RIPDES	0	1	1	0
Groundwater	1	9	2	1
Totals 129	13 (13%)	68 (69%)	18 (18%)	30
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?				
Wetlands	6	12	13	0
Waste	11	27	1	4
OTCA	0	3	1	2
ISDS	7	12	12	4
Air	1	9	0	2
Agriculture	1	3	1	0
WWTF	0	1	0	0
RIPDES	0	3	0	0
Groundwater	3	8	2	1
Totals 150	29 (21%)	78 (57%)	30 (22%)	13
f) How satisfied are you with the clarity of the final permit decision?				
Wetlands	8	19	4	1
Waste	14	29	1	4
OTCA	0	6	1	0
ISDS	7	18	4	5
Air	1	8	1	2
Agriculture	1	5	0	0
WWTF	0	0	0	0
RIPDES	0	3	0	0
Groundwater	3	8	2	1
Totals 156	34 (24%)	96 (67%)	13 (9%)	13

4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.				
a) Overall, how satisfied are you with the way the permitting process was managed?				
Wetlands	6	14	15	0
Waste	17	27	3	0
OTCA	0	6	1	0
ISDS	10	14	13	1
Air	4	6	0	0
Agriculture	1	6	1	0
WWTF	0	0	0	1
RIPDES	0	3	0	0
Groundwater	4	8	2	0
Totals 163	42 (26%)	84 (52%)	35 (22%)	2
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?				
Wetlands	14	18	2	1
Waste	29	19	0	1
OTCA	2	4	1	0
ISDS	12	18	4	5
Air	10	2	0	0
Agriculture	3	4	0	1
WWTF	0	1	0	0
RIPDES	2	1	0	0
Groundwater	6	8	0	0
Totals 168	78 (49%)	75 (47%)	7 (4%)	8
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?				
Wetlands	8	12	12	0
Waste	23	23	1	0
OTCA	1	5	1	0
ISDS	9	14	11	3
Air	5	7	0	0
Agriculture	2	5	1	0
WWTF	0	1	0	0
RIPDES	1	2	0	0
Groundwater	5	8	1	0
Totals 161	54 (34%)	77 (49%)	27 (17%)	3
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?				
Wetlands	10	16	7	1
Waste	25	21	0	1
OTCA	1	5	1	0
ISDS	11	12	7	6
Air	8	4	0	0
Agriculture	3	3	1	2
WWTF	1	0	0	0
RIPDES	0	3	0	0
Groundwater	5	8	1	0
Totals 163	64 (42%)	72 (47%)	17 (11%)	10

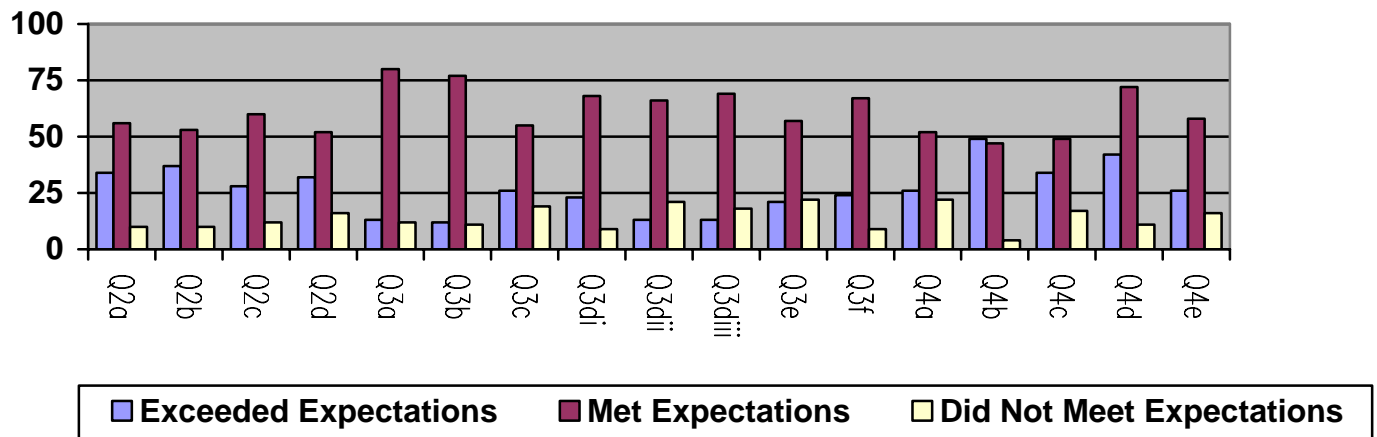
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?				
Wetlands	7	15	11	0
Waste	13	31	2	1
OTCA	1	4	1	0
ISDS	11	15	8	2
Air	4	8	0	0
Agriculture	1	5	1	1
WWTF	0	1	0	0
RIPDES	0	3	0	0
Groundwater	3	9	2	0
Totals 160	40 (26%)	91 (58%)	25 (16%)	4

5) Would you like someone from DEM to contact you regarding this survey? Yes 15 No 101

If yes, please complete question 7. (If no, completion of question 7 is optional. Your responses will be used by DEM for informational purpose only.)

6) Would you be willing to work with DEM in the event a stakeholder group is started to improve the permit process? (If yes, please complete question 7.) Yes 37 No 65

Overall Percentages of Responses



Appendix D - Aggregated Survey Collapsed Results

Aggregated Survey Collapsed Results		
Applicant Permitting Survey Questions	Positive Encounter with the DEM Permitting Process	Negative Encounter with the DEM Permitting Process
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.		
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	90%	10%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	90%	10%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	88%	12%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	84%	16%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.		
a) How satisfied are you with the clarity of the permit application forms?	92%	8%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	90%	10%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	83%	17%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?		
i) Clarity of Request	90%	10%
ii) Timeliness of DEM's request	79%	21%
iii) Relevance of Request	82%	18%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	78%	22%
f) How satisfied are you with the clarity of the final permit decision?	91%	9%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.		
a) Overall, how satisfied are you with the way the permitting process was managed?	78%	22%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	96%	4%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	83%	17%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	89%	11%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	84%	16%

Appendix E - Air Operating Permit Customer Service Survey Results

Table E-1 Air Operating Permit Customer Service Survey Results 19 Surveys sent, 12 Responses, 63% Survey Response Rate			
Applicant Permitting Survey Questions	Exceeded expectations	Met expectations	Did not meet expectations
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.			
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	55%	45%	0%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	36%	64%	0%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	27%	73%	0%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	30%	70%	0%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.			
a) How satisfied are you with the clarity of the permit application forms?	17%	73%	9%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	18%	73%	9%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	30%	60%	10%
Applicant Permitting Survey Questions	Exceeded expectations	Met expectations	Did not meet expectations
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?			
i) Clarity of Request	13%	87%	0%
ii) Timeliness of DEM's request	13%	87%	0%
iii) Relevance of Request	13%	87%	0%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	10%	90%	0%
f) How satisfied are you with the clarity of the final permit decision?	11%	89%	8%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.			
a) Overall, how satisfied are you with the way the permitting process was managed?	40%	60%	0%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	83%	17%	0%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	42%	58%	0%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	67%	33%	0%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	33%	67%	0%

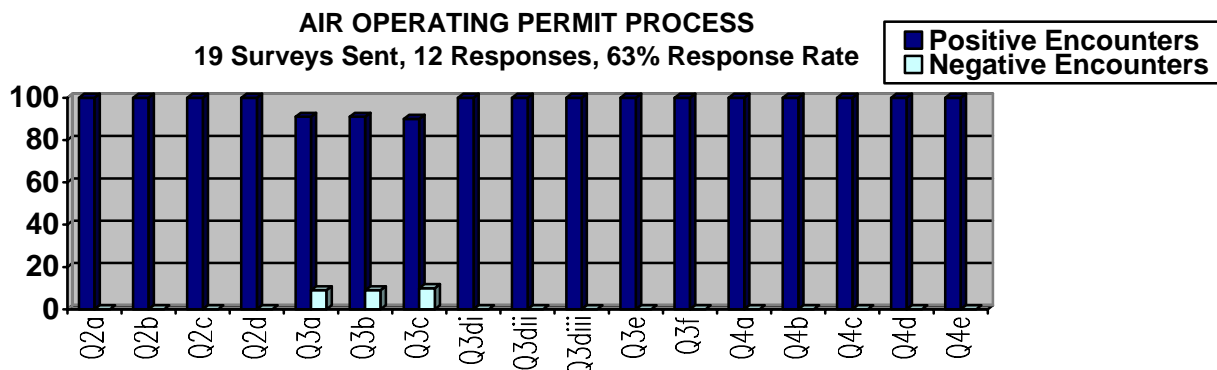
Table E-2

Air Operating Permit Customer Survey Collapsed Results

Applicant Permitting Survey Questions	Positive Encounter with the Air Operating Permitting Process	Negative Encounter with the Air Operating Permitting Process
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.		
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	100%	0%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	100%	0%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	100%	0%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	100%	0%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.		
a) How satisfied are you with the clarity of the permit application forms?	91%	9%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	91%	9%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	90%	10%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?		
i) Clarity of Request	100%	0%
ii) Timeliness of DEM's request	100%	0%
iii) Relevance of Request	100%	0%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	100%	0%
f) How satisfied are you with the clarity of the final permit decision?	100%	0%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.		
a) Overall, how satisfied are you with the way the permitting process was managed?	100%	0%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	100%	0%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	100%	0%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	100%	0%
e) Overall, how satisfied are you with the role of the permitting process in protecting the environment?	100%	0%

Comments:

There were no comments.



Appendix F – Division of Agriculture Customer Service Survey Results

Table F-1 Division of Agriculture Permits Customer Service Survey Results 166 Surveys Sent, 9 Responses, 5% Response Rate			
Applicant Permitting Survey Questions	Exceeded expectations	Met expectations	Did not meet expectations
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.			
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	0%	100%	0%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	33%	67%	0%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	33%	67%	0%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	0%	100%	0%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.			
a) How satisfied are you with the clarity of the permit application forms?	14%	72%	14%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	0%	100%	0%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	14%	43%	43%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?			
i) Clarity of Request	25%	75%	0%
ii) Timeliness of DEM's request	25%	50%	25%
iii) Relevance of Request	0%	100%	0%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	20%	60%	20%
f) How satisfied are you with the clarity of the final permit decision?	17%	83%	0%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.			
a) Overall, how satisfied are you with the way the permitting process was managed?	13%	74%	13%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	43%	57%	0%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	25%	62%	13%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	43%	43%	14%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	14%	72%	14%

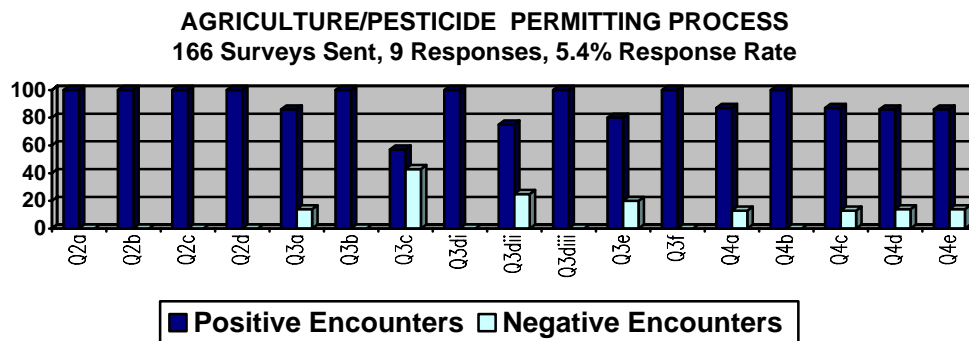
Table F-2		
Division of Agriculture Permit Customer Service Collapsed Survey Results		
Applicant Permitting Survey Questions	Positive Response to the Agriculture Permitting Process	Negative Response to the Agriculture Permitting Process
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.		
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	100%	0%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	100%	0%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	100%	0%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	100%	0%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.		
a) How satisfied are you with the clarity of the permit application forms?	86%	14%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	100%	0%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	57%	43%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?		
i) Clarity of Request	100%	0%
ii) Timeliness of DEM's request	75%	25%
iii) Relevance of Request	100%	0%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	80%	20%
f) How satisfied are you with the clarity of the final permit decision?	100%	0%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.		
a) Overall, how satisfied are you with the way the permitting process was managed?	87%	13%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	100%	0%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	87%	13%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	86%	14%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	86%	14%

Staffing Comments:

Pesticide staff is helpful (2)

Process Comments:

Continue to make pesticide licenses reciprocal between states, especially adjacent states (1)



Appendix G –Groundwater Permit Customer Service Survey Results

Table G-1 Groundwater Permit Customer Service Survey Results			
Applicant Permitting Survey Questions	Exceeded expectations	Met expectations	Did not meet expectations
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.			
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	36%	64%	0%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	46%	54%	0%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	31%	69%	0%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	29%	71%	0%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.			
a) How satisfied are you with the clarity of the permit application forms?	14%	72%	14%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	14%	72%	14%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	29%	50%	21%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?			
i) Clarity of Request	8%	92%	0%
ii) Timeliness of DEM's request	8%	85%	7%
iii) Relevance of Request	8%	75%	17%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	23%	62%	15%
f) How satisfied are you with the clarity of the final permit decision?	23%	62%	15%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.			
a) Overall, how satisfied are you with the way the permitting process was managed?	29%	57%	14%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	43%	57%	0%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	36%	57%	7%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	36%	57%	7%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	21%	64%	15%

Table G-2 Groundwater Permit Customer Service Survey Results Collapsed Results		
Applicant Permitting Survey Questions	Positive Response to Permitting Process	Negative Response to Permitting Process
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.		
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	100%	0%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	100%	0%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	100%	0%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	100%	0%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.		
a) How satisfied are you with the clarity of the permit application forms?	86%	14%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	86%	14%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	79%	21%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?		
i) Clarity of Request	100%	0%
ii) Timeliness of DEM's request	93%	7%
iii) Relevance of Request	83%	17%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	85%	15%
f) How satisfied are you with the clarity of the final permit decision?	85%	15%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.		
a) Overall, how satisfied are you with the way the permitting process was managed?	86%	14%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	100%	0%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	93%	7%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	93%	7%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	85%	15%

Appendix H- ISDS Permits Customer Service Survey Results

Table H-1 ISDS Permits Customer Service Survey Results 200 Surveys Sent, 43 Responses, 22% Survey Response Rate			
Applicant Permitting Survey Questions	Exceeded expectations	Met expectations	Did not meet expectations
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.			
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	33%	46%	21%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	25%	55%	20%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	25%	50%	25%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	32%	42%	26%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.			
a) How satisfied are you with the clarity of the permit application forms?	16%	84%	0%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	16%	78%	6%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	30%	46%	24%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?			
i) Clarity of Request	10%	65%	25%
ii) Timeliness of DEM's request	10%	45%	45%
iii) Relevance of Request	11%	58%	31%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	22%	39%	39%
f) How satisfied are you with the clarity of the final permit decision?	24%	62%	14%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.			
a) Overall, how satisfied are you with the way the permitting process was managed?	27%	38%	35%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	35%	53%	12%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	26%	41%	33%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	37%	40%	23%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	32%	44%	24%

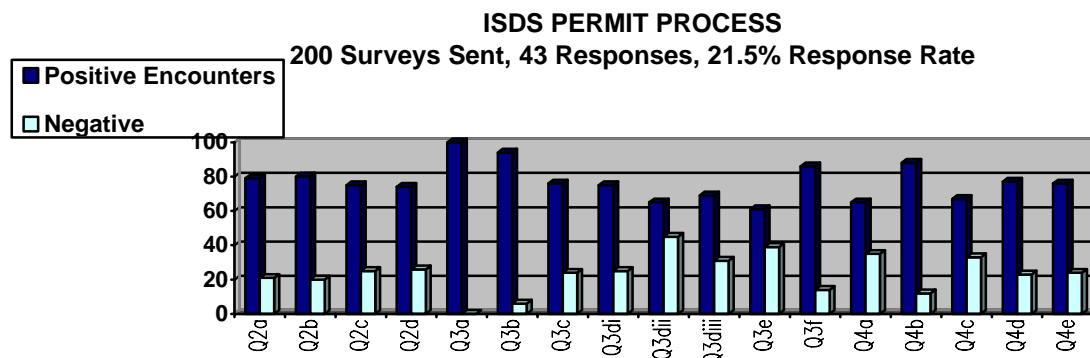
Table H-2 ISDS Permits Customer Service Survey Collapsed Results		
Applicant Permitting Survey Questions	Positive Response to the ISDS Permitting Process	Negative Response to the ISDS Permitting Process
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.		
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	79%	21%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	80%	20%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	75%	25%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	74%	26%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.		
a) How satisfied are you with the clarity of the permit application forms?	100%	0%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	94%	6%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	76%	24%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?		
i) Clarity of Request	75%	25%
ii) Timeliness of DEM's request	65%	35%
iii) Relevance of Request	69%	31%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	61%	39%
f) How satisfied are you with the clarity of the final permit decision?	84%	14%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.		
a) Overall, how satisfied are you with the way the permitting process was managed?	65%	35%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	88%	12%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	67%	33%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	77%	23%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	76%	24%

Staffing Comments:

- DEM staff were helpful (6) DEM staff do not return phone calls (1)

Process Comments: The process was not timely or did not work (7) Satisfied with the process (5)

- **Other Comments:** No contact with DEM (3) Consultants were terrible (1)



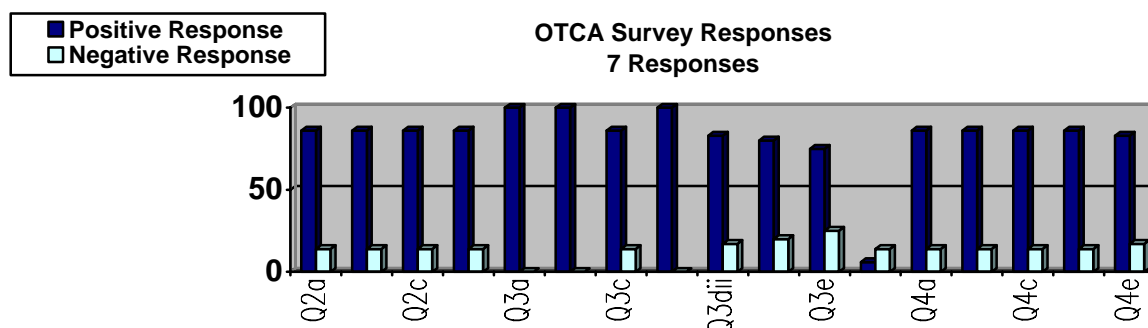
Appendix I – OTCA Customer Service Survey Results

Table I-1 OTCA Customer Service Survey Results 7 Survey Responses			
Applicant Permitting Survey Questions	Exceeded expectations	Met expectations	Did not meet expectations
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.			
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	29%	57%	14%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	29%	57%	14%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	14%	72%	14%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	29%	57%	14%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.			
a) How satisfied are you with the clarity of the permit application forms?	0%	100%	0%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	0%	100%	0%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	29%	57%	14%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?			
i) Clarity of Request	0%	100%	0%
ii) Timeliness of DEM's request	0%	83%	17%
iii) Relevance of Request	0%	80%	20%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	0%	75%	25%
f) How satisfied are you with the clarity of the final permit decision?	0%	86%	14%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.			
a) Overall, how satisfied are you with the way the permitting process was managed?	0%	86%	14%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	29%	57%	14%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	14%	72%	14%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	14%	72%	14%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	17%	66%	17%

Table I-2 OTCA Customer Service Survey - Collapsed Results		
Applicant Permitting Survey Questions	Positive Response to the OTCA Process	Negative Response to the OTCA Process
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.		
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	86%	14%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	86%	14%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	86%	14%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	86%	14%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.		
a) How satisfied are you with the clarity of the permit application forms?	100%	0%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	100%	0%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	86%	14%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?		
i) Clarity of Request	100%	0%
ii) Timeliness of DEM's request	83%	17%
iii) Relevance of Request	80%	20%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	75%	25%
f) How satisfied are you with the clarity of the final permit decision?	86%	14%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.		
a) Overall, how satisfied are you with the way the permitting process was managed?	86%	14%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	86%	14%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	86%	14%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	86%	14%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	83%	17%

Staffing Comments: Very pleased with staff (1)

Process Comments: None



Appendix J - RIPDES Permit Customer Service Survey Results

Table J-1 RIPDES Permit Customer Service Survey Results 50 Surveys Sent, 4 Response, 8% Survey Response Rate				
Applicant Permitting Survey Questions	Exceeded expectations	Met expectations	Did not meet expectations	
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.				
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	25%	75%	0%	
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	0%	100%	0%	
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	0%	100%	0%	
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	100%	0%	0%	
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.				
a) How satisfied are you with the clarity of the permit application forms?	0%	100%	0%	
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	0%	50%	50%	
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	0%	100%	0%	
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?				
i) Clarity of Request	0%	100%	0%	
ii) Timeliness of DEM's request	0%	100%	0%	
iii) Relevance of Request	0%	50%	50%	
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	0%	100%	0%	
f) How satisfied are you with the clarity of the final permit decision?	0%	100%	0%	
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.				
a) Overall, how satisfied are you with the way the permitting process was managed?	0%	100%	0%	
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	66%	34%	0%	
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	34%	66%	0%	
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	0%	100%	0%	
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	0%	100%	0%	

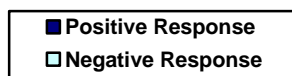
Table J-2

RIPDES Permit Customer Service Survey Results Collapsed Results

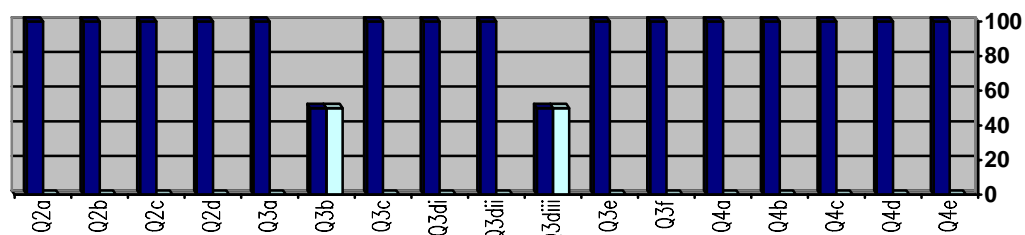
Applicant Permitting Survey Questions	Positive Response to the RIPDES Permitting Process	Negative Response to the RIPDES Permitting Process
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.		
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	100%	0%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting/discussion?	100%	0%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	100%	0%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	100%	0%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.		
a) How satisfied are you with the clarity of the permit application forms?	100%	0%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	50%	50%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	100%	0%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?		
i) Clarity of Request	100%	0%
ii) Timeliness of DEM's request	100%	0%
iii) Relevance of Request	50%	50%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	100%	0%
f) How satisfied are you with the clarity of the final permit decision?	100%	0%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.		
a) Overall, how satisfied are you with the way the permitting process was managed?	100%	0%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	100%	0%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	100%	0%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	100%	0%
e) Overall, how satisfied are you with the role of the permitting process in protecting the environment?	100%	0%

Staffing Comments: DEM staff was helpful (1)

Process Comments: None



RIPDES PERMIT PROCESS
 50 Surveys Sent, 4 Responses, 8% Response Rate

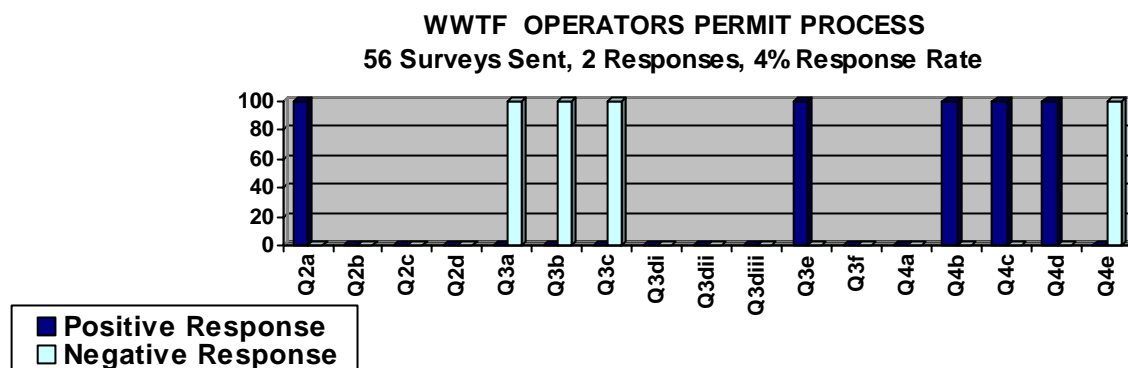


Appendix K – WWTF Operators Certification Customer Service Survey Results

Table K-1 Certification of Operators of WWTF Customer Service Survey Results 56 Surveys Sent, 2 Responses, 4% Survey Response Rate			
Applicant Permitting Survey Questions	Exceeded expectations	Met expectations	Did not meet expectations
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.			
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	100%	0%	0%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	0%	0%	0%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	0%	0%	0%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	0%	0%	0%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.			
a) How satisfied are you with the clarity of the permit application forms?	0%	100%	0%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	0%	100%	0%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	0%	100%	0%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?			
i) Clarity of Request	0%	0%	0%
ii) Timeliness of DEM's request	0%	0%	0%
iii) Relevance of Request	0%	0%	0%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	0%	100%	0%
f) How satisfied are you with the clarity of the final permit decision?	0%	0%	0%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.			
a) Overall, how satisfied are you with the way the permitting process was managed?	0%	0%	0%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	0%	100%	0%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	0%	100%	0%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	100%	0%	0%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	0%	100%	0%

Table K-2 Certification of Operators of WWTF Customer Service Survey Collapsed Results		
Applicant Permitting Survey Questions	Positive Response to the certification of operators of WWTF Permitting Process	Negative Response to the certification of operators of WWTF Permitting Process
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.		
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	100%	0%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	0%	0%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	0%	0%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	0%	0%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.		
a) How satisfied are you with the clarity of the permit application forms?	0%	100%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	0%	100%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	0%	100%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?		
i) Clarity of Request	0%	0%
ii) Timeliness of DEM's request	0%	0%
iii) Relevance of Request	0%	0%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	100%	0%
f) How satisfied are you with the clarity of the final permit decision?	0%	0%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.		
a) Overall, how satisfied are you with the way the permitting process was managed?	0%	0%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	100%	0%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	100%	0%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	100%	0%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	0%	100%

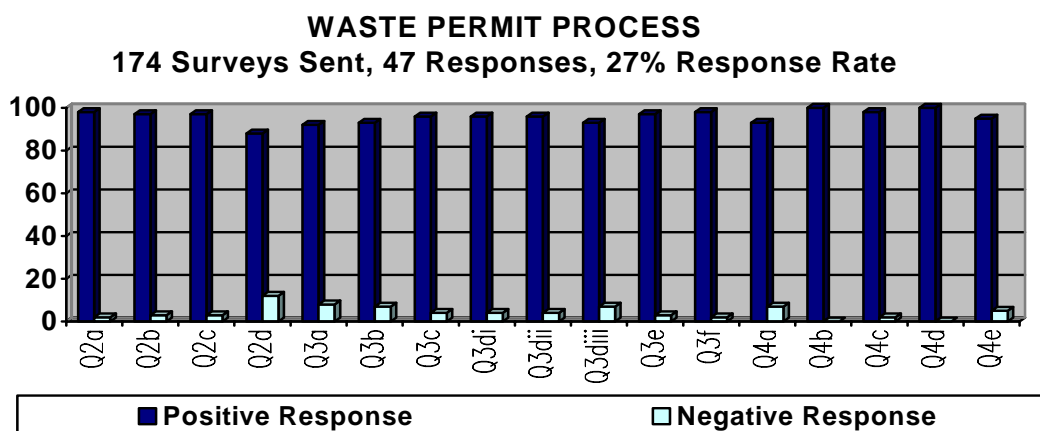
Staffing Comments: DEM service prompt (1)



Appendix L – Waste Permits Customer Service Survey Results

Table L-1 Waste Permits Customer Service Survey Results 174 Surveys Sent, 47 Response, 27% Response Rate				
Applicant Permitting Survey Questions	Exceeded expectations	Met expectations	Did not meet expectations	
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.				
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	42%	56%	2%	
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	47%	50%	3%	
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	41%	56%	3%	
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	41%	49%	12%	
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.				
a) How satisfied are you with the clarity of the permit application forms?	15%	77%	8%	
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	15%	78%	7%	
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	33%	63%	4%	
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?				
i) Clarity of Request	31%	65%	4%	
ii) Timeliness of DEM's request	23%	73%	4%	
iii) Relevance of Request	23%	70%	7%	
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	28%	69%	3%	
f) How satisfied are you with the clarity of the final permit decision?	36%	62%	2%	
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.				
a) Overall, how satisfied are you with the way the permitting process was managed?	36%	57%	7%	
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	60%	40%	0%	
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	54%	44%	2%	
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	54%	46%	0%	
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	28%	67%	5%	

Table L- 2 Waste Permits Customer Service Survey Collapsed Results		
Applicant Permitting Survey Questions	Positive Encounter with the Waste Permitting Process	Negative Encounter with the Waste Permitting Process
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.		
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	98%	2%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	97%	3%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	97%	3%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	88%	12%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.		
a) How satisfied are you with the clarity of the permit application forms?	92%	8%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	93%	7%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	96%	4%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?		
i) Clarity of Request	96%	4%
ii) Timeliness of DEM's request	96%	4%
iii) Relevance of Request	93%	7%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	97%	3%
f) How satisfied are you with the clarity of the final permit decision?	98%	2%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.		
a) Overall, how satisfied are you with the way the permitting process was managed?	93%	7%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	100%	0%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	98%	2%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	100%	0%
e) Overall, how satisfied are you with the role of the permitting process in protecting the environment?	95%	5%



Appendix M - Wetlands Permits Customer Service Survey Results

Table M-1 Wetlands Permits Customer Service Survey Results 71 Surveys Sent, 35 Responses, 49% Survey Response Rate				
Applicant Permitting Survey Questions	Exceeded expectations	Met expectations	Did not meet expectations	
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.				
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	21%	58%	21%	
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	30%	48%	22%	
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	23%	54%	23%	
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	24%	44%	32%	
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.				
a) How satisfied are you with the clarity of the permit application forms?	9%	79%	12%	
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	9%	71%	20%	
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	17%	51%	32%	
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?				
i) Clarity of Request	20%	60%	20%	
ii) Timeliness of DEM's request	11%	56%	33%	
iii) Relevance of Request	12%	61%	27%	
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	19%	39%	42%	
f) How satisfied are you with the clarity of the final permit decision?	26%	61%	13%	
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.				
a) Overall, how satisfied are you with the way the permitting process was managed?	17%	40%	43%	
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	41%	53%	6%	
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	24%	38%	38%	
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	30%	49%	21%	
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	21%	46%	33%	

Table M-2		
Wetlands Permits Customer Service Survey Collapsed Results		
Applicant Permitting Survey Questions	Positive response to the Wetlands Permitting Process	Negative response to the Wetlands Permitting Process
2) Pre-application meeting/discussion: These questions cover the pre-application discussion or meeting (i.e., a phone call or meeting) with DEM to discuss the application process before you submitted the application.		
a) How satisfied are you with the availability of DEM staff in responding to your pre-application questions?	79%	21%
b) How satisfied are you with the assistance provided by DEM staff during the pre-application meeting /discussion?	78%	22%
c) How satisfied are you with the usefulness of the information provided to you through the pre-application meeting/discussion?	77%	23%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	68%	32%
3) Permit Application Review and Determination: These questions cover the time period from the submission of your permit application to DEM's decision to either issue or deny the permit.		
a) How satisfied are you with the clarity of the permit application forms?	88%	12%
b) How satisfied are you with the clarity of the accompanying instructions or guidance?	80%	20%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	68%	32%
d) If you received any requests for supplemental information by DEM, how satisfied are you in the following areas?		
i) Clarity of Request	80%	20%
ii) Timeliness of DEM's request	67%	33%
iii) Relevance of Request	73%	27%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	58%	42%
f) How satisfied are you with the clarity of the final permit decision?	87%	13%
4) Overall satisfaction: These questions cover your overall level of satisfaction with the handling of the permit process by DEM.		
a) Overall, how satisfied are you with the way the permitting process was managed?	57%	43%
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	94%	6%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	62%	38%
d) Overall, how satisfied are you that the DEM permitting staff responded to your needs for guidance, information, or technical support under the permit process?	79%	21%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	67%	33%

Table M-3		
Applicant Permitting Survey Questions	Positive response to the Wetlands Permitting Process	Negative response to the Wetlands Permitting Process
Positive Responses		
b) Overall, how satisfied are you that the DEM permitting staff treated you in a courteous manner?	94%	6%
a) How satisfied are you with the clarity of the permit application forms?	88%	12%
f) How satisfied are you with the clarity of the final permit decision?	87%	13%
Negative Responses		
a) Overall, how satisfied are you with the way the permitting process was managed?	57%	43%
e) How satisfied are you with DEM's timeliness in determining the issuance or denial of your permit?	58%	42%
c) Overall, how satisfied are you with the quality and timeliness of the communications you have received from the DEM?	62%	38%
ii) Timeliness of DEM's request	67%	33%
e. Overall, how satisfied are you with the role of the permitting process in protecting the environment?	67%	33%
d) How satisfied are you that the DEM staff provided suggestions or information to help minimize the overall permitting burden (e.g., using pollution prevention opportunities to reduce emissions, or identifying future needs now to minimize the need for modifications later)?	68%	32%
c) How satisfied are you with DEM's timeliness in notifying you that your application was complete?	68%	32%

FRESHWATER WETLANDS PERMITTING PROCESS
71 Surveys Sent, 35 Responses, 49% Response Rate

